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Director  
Intelligence Community Staff

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This award for Fester  
Collins has my strong  
support. I'd like to  
sign the memo to Jim  
Clerkin re Collins.

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## OFFICE OF THE SECRETARY OF THE TREASURY

WASHINGTON, D.C. 20220

September 16, 1982

MEMORANDUM FOR: Chairman, Intelligence Community  
Awards Review Panel

FROM: *D. P. Mulholland*  
Douglas P. Mulholland, Special Assistant  
to the Secretary (National Security)

SUBJECT: Recommendation for the Award of the National  
Intelligence Distinguished Service Medal to  
J. Foster Collins

Under the provisions of Director of Central Intelligence Directive 1/18, I highly recommend the award of National Intelligence Distinguished Service Medal to J. Foster Collins (SES 4). Mr. Collins, who retired at end of June this year, was one of the long-time leaders in development of a true Intelligence Community. [redacted]

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[redacted] and  
from 1973 to 1982 he served the Community and the Department of the Treasury, first as a deputy to the Special Assistant to the Secretary (National Security) and, from 1977 to 1982, as the Special Assistant to the Secretary. He served as Treasury's alternate representative to the National Foreign Intelligence Board (NFIB) from 1973 to 1977 and from 1977 to 1982 he was the Treasury representative on the Board.

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[redacted]

In 1973, Foster Collins was assigned to the Department of the Treasury as the Assistant to the Special Assistant to the Secretary for National Security. Mr. Collins was charged specifically with developing Treasury's role in the national intelligence process. He carefully put together a team of Treasury professionals and detail officers from the Central Intelligence Agency, the National Security Agency, and the State

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Department to improve the integration of Treasury expertise into the Community's effort to analyse the increasingly complex international economic environment. He expanded and formalized Treasury participation in the Intelligence Community requirements process. Mr. Collins also constantly emphasized the importance of feedback to the intelligence collector, and great strides were made in improving the flow of Treasury reaction back to the collectors.

In 1977 with a reorganization of the Office of the Secretary of the Treasury, Foster Collins was appointed the Special Assistant to the Secretary (National Security) and he became Treasury's representative to the NFIB. As head of the Office of Intelligence Support, he was faced with a fifty percent reduction in staff and increasing requirements for intelligence from within the Department and for increased participation from the Intelligence Community. By prioritizing the efforts of his remaining staff, he was able to meet these requirements with great success. His own dedication and professionalism set the example.

One important new field of requirements was intelligence support to law enforcement in several areas directly relevant to US security interests. In the area of protective security, Mr. Collins was a leader in the effort to assure that the US Secret Service got all the intelligence from whatever source that had bearing on the Service's protective security mission. In the area of the responsibilities of the US Customs Service in its mission of countering violations of US laws pertaining to the trade embargo against Iran, narcotics, and the transfer of technology to potential enemies of the United States, Mr. Collins played a pioneering role. In the case of the trade embargo against Iran, his relentless effort culminated in a memorandum of understanding whereby NSA product could be judiciously sanitized and used for enforcement purposes. In the strategically vital role of stemming the flow of critical technology, he began the effort to increase the flow of intelligence to target Customs interdiction efforts. He encouraged a closer sense of cooperation between the Customs Service and the Intelligence Community to serve their mutual advantage. Through Mr. Collins' efforts, a Customs Officer now serves on the Technology Transfer Intelligence Committee staff.

In carrying out his NFIB responsibilities, Mr. Collins constantly pressed for broader Treasury participation in the intelligence process. While representing Treasury, his broad experience allowed him to contribute to NFIB deliberations on a wide range of matters.

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During his years serving the Intelligence Community, Mr. Collins always had foremost in mind the human dimension of the effort. Under the press of reduced staff and increased responsibilities, Mr. Collins never lost his warm, personal concern for the welfare of those he worked with and those who worked for him. He was a highly dedicated professional in every sense, and his genuine concern for others made him a highly respected friend to all those who had the opportunity to know him. The award of the National Intelligence Distinguished Service Medal is an appropriate symbol of recognition for Mr. Collins, a stalwart of the Intelligence Community, upon his retirement.

No Treasury Department award has been recommended covering the service cited above.

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Proposed Citation to Accompany  
 the Award of the National Intelligence  
 Distinguished Service Medal

J. Foster Collins is hereby awarded the National Intelligence Distinguished Service Medal in recognition of his exceptionally meritorious service to the United States and the Intelligence Community during his tenure on the Board of National Estimates and his appointment as Special Assistant (National Security) to the Secretary of the Treasury. In the latter capacity he most ably represented the Treasury on the National Foreign Intelligence Board. His extensive knowledge of all aspects of the intelligence process, his demonstrated ability to provide leadership through his own exceptional professionalism, and tenacity in making the intelligence product relevant to the policymaker resulted in great improvement in the Intelligence Community's ability to serve the United States Government. He constantly strived to focus the efforts of the diverse elements of the Intelligence Community on the economic dimension of America's strategic posture. He was particularly instrumental in establishing a flow of intelligence to those Treasury elements with a capacity to interdict the illegal transfer of critical US technology to potential adversary nations. His sage and thoughtful support to the National Foreign Intelligence Board on a wide range of issues is highly noteworthy. His exceptionally meritorious service reflects the highest credit upon himself, the Intelligence Community, and the United States Government.

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